Managing Risk by Influential Government Insight and Global Collaboration

Manage NASA's interests during ULA Transition

Project Management Challenge 2008

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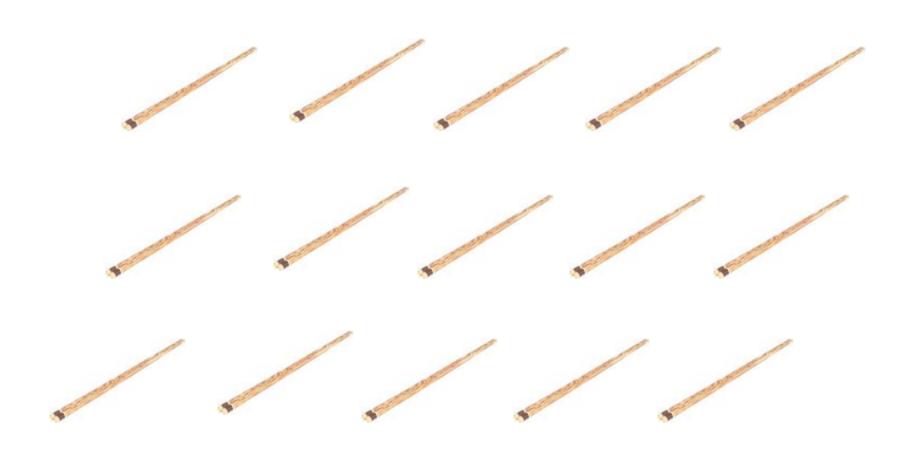# Presentation is NOT about

- Endorsing nor opposing of ULA merger

- Status of ULA transition effort

Presentation is about

- Providing a brief overview of ULA Transition

- Sharing challenges experienced in overseeing the transition effort

- Sharing project management approach to mitigate risks for NASA missions and manage NASA's interests during the ULA transition effort
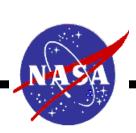
QuickTime™ and a
TIFF (Uncompressed) decompressor
are needed to see this picture.

- 1 pair of disposable chopsticks: $0.30

- Breaking thirty pairs of disposable chopsticks: $9.00

QuickTime™ and a
TIFF (Uncompressed) decompressor
are needed to see this picture.

- "Breaking the ice": *priceless*

ULA Transition Overview

- December 1, 2006 - United Launch Alliance (ULA) Formation Day 1
  - Joint venture between Boeing and Lockheed Martin
  - ULA operates space launch systems using Atlas V, Delta II, and Delta IV launch vehicles
  - ULA provides launch services to US government customers

- ULA Transition Management Office established

ULA Transition Overview

- Government community leadership and transition teams established
  - NASA
  - USAF
  - NRO
  - DCMA
  - DCAA
  - Aerospace

- Weekly telecon and periodic reviews have been in place

Overview - Key ULA Transition Projects

- Business Ops (Finance/contracts, FAR Requirements, FTC compliance)

- HB to Denver Relocation

- Production Ops
  - Denver, Decatur, San Diego, Huntington Beach, Harlingen

- Launch Site Ops (CCAFS, VAFB)

- IT infrastructure
  - ERP (Enterprise Resource Planning)
  - Applications (~1280 unique Atlas and Delta software tools)
  - Manufacturing Execution System (MES)

Overview - Risk Mitigation (RM) Effort

- New ULA Risk Management Systems (ULA)

- Knowledge Transfer Management Process in place to mitigate the concern about critical skill retention (ULA)

- Project lead assigned for each of the ULA key transition projects

- Maintain insight of the transition progress & changes

- Collaborate with other government teams

- Keep customers, launch teams and mission teams informed of the changes and potential impact (NASA)

- Participate in ULA RM and Skill Board Reviews

- Review Individual Transition Plan (ITP) as needed

Challenges - Environment

- Changes are inevitable

- Changes bring challenges

- Changes bring opportunities - Opportunities bring new challenges

- Not a "classical"/"traditional" project management task

- Pathfinder for all involved organizations
  - *Learning curve takes time*
  - *Slow start at beginning to understand the requirements and formulate the go-forward plan*

Challenges - Requirements

- Multiple Sources of Requirements
  - FTC Consent Order
    - Compliance Requirements
    - Physical and IT Separation Requirements
  - Restructure Guidelines
    - CCSP (Consolidation Proposal Requirements & Structure) Requirements (Saving Exceed Cost by 2:1)
  - USAF Administrative Agreement
    - Ethics & Procurement Integrity Compliance
  - FAR (Federal Acquisition Regulation)

- Other drivers
  - Assure access to space
  - Enable commercial space market and companies
  - Maintain competitive launch market

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Challenges - Complexity

- Multi-tiered projects at different phases of life cycles (7120.5 NASA Space Flight Program and Project Management Requirements)
  - Formulation
  - Approval for implementation
  - Implementation
  - Evaluation

- Multi-interdependencies among projects

- Complexity of the transition (legal, procurement, technical)

- Implication to current as well as future business

Challenges - Latent

- "Doing the Right Thing" as guiding principles

- Intangibles

- People aspect (family implication, relocation, knowledge management, skills retention, intellectual properties)

- Resistant to changes

- Long duration timeline

- NASA's role is small in a business case perspective

- Government Insight - How much is enough?

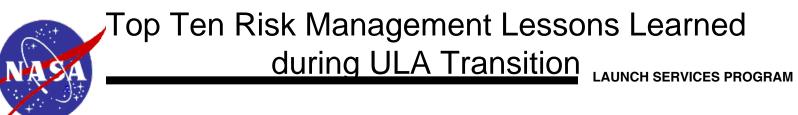- How do we manage these challenges while maintaining mission success?

- # Number 10:
  - – Doing the top 10 list makes this presentation a "little" easier

LAUNCH SERVICES PROGRAM

- # Number 9:
  - ## "Seek first to understand"
    - Understand the changes and recognize any implication
    - Be realistic and be optimistic because changes may bring opportunities

- # Number 8:
  - Where Right Timing meets Effectiveness
  - Key criteria to successful RM: **Be Proactive**

- ## Number 7:
  - Teamwork/partnership/collaboration - proven way to build more anticipation and excitement

- # Number 6:
  - – Be part of solution
  - – When not sure, ask!
  - – Minimize the unintended consequences

- ## Number 5:
  - Honor your own priorities, respect others
    - Check and balance
    - Stay close to your center – maintain your balance
    - Know and clearly define your requirements
    - NASA's interest focus
    - NASA contracts terms and conditions

- # Number 4:
  - ## Where Influence Meets Collaboration
    - From a business case perspective, NASA's business is small compared to other markets
    - NASA continues to have significant influence due to existing excellent reputation and strong working relationship with trust & respect

- Number 3:
  - *Got PMC?* (Passion, Motivation and Commitment)

- # Number 2:

  - ## Perform government insight tasks that add value and make a difference

    - ### Not just to understand what others do and do well

    - ### Be able to recognize any gap and perform it to maximize mission and project success

- Number 1:
  - Communicate, communicate, communicate!

Summary

- Let's turn challenges into meaningful results

- Once you are a project manager/ systems engineer you never stop being one.

- Good luck & thank you